

Release A CDR RID Report

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RID ID	CDR 90
Review	SDPS/CSMS
Originator Ref	IVVRID-PP-1
Priority	2

Section NA

Page NA

Figure Table NA

Category Name Management

Actionee ECS

Sub Category

Subject Risk Management Improvement

Description of Problem or Suggestion:

IMPACTS:

Risk Mitigation management is not sufficiently visible, consistent and ongoing. Emphasis and resources need to be applied to improve the Risk Prioritization methodology because it is applied inconsistently and the validity of plan assumptions are unchallenged. As a result new risks are not identified early enough to minimize development impact or reduce overall project cost to the fullest extent. Feedback from risk mitigation activities do not generate project redirections and corrective actions in a timely fashion leading to a sub-optimal allocation of project resources.

Examples:

Example (A): There were no risk updates between March (PDR) and August (CDR), and as a result no changes to the ECS Risk Mitigation activities to reflect the STP and RTM tool implementation risk. Although the 8/14 CDR presentation implied that STP and RTM were used throughout the Release A design process, in fact the contractor did not use the tools as planned because they were not implemented early enough. The risk associated with using the tools on this size project, and implementing them could have been identified and corrected sooner.

Example (B): Risk management does not recognize and initiate alternative program action when it encounters an enabling technology (e.g., DCE/CORBA) too broad for ESDIS to influence through Risk Mitigation activities (i.e. the program just doesn't have enough \$ to drive the technology faster than industry). As a result, there are requirements that are moved to later releases (i.e. because DCE 1.0.3 is used instead of 1.1 in Release A; HAIS is projecting 1.1 instead of 1.2 in Release B). In Release A the impact is on cell level security administration and a shift to DBMS authentication. The 8/15 CDR audience response highlighted the need for more emphasis on defining backup design decisions with less optimistic views on vendor enabling technology releases. Cost and schedule tradeoffs between developing with solid released products vs. emerging products needs to be improved as part of risk mitigation.

Example (C):

Originator's Recommendation

(a) Increase the visibility of the Risk Management Panel activities. Steps to be taken include: - Conduct regularly scheduled and publicly announced meetings - Make all Risk Management Panel reports and documentation available on EDHS. - Provide a full description of the full risk list and a rationale for the current prioritization, specifically:

- 1) determining a priority risk from a regular risk,
- 2) how specific risks are allocated to specific releases for closure, and
- 3) rationale for tying risk exposure dollars to the quantification process in section 6.

(b) Conduct an audit of the risk management process to insure that: - New risks are being identified and mitigation activities initiated and tracked (e.g.. the updated status for risks to be closed by Release B RIR) - Mitigation activities for previously identified risks are being carried out in accordance with the plan. - Results of risk management activities are fed into the development activities and lessons learned from development activities are fed back to the Risk Management Panel.

(c) Scrutinize and potentially simplify the quantitative risk assessment process.

GSFC Response by:

GSFC Response Date

HAIS Response by: M. Bensimon

HAIS Schedule 9/27/95

HAIS R. E. R.Clinard

HAIS Response Date 11/22/95

a) The RMP published the 'Risk Assessment Report for the ECS Project Release B' dated October 1995. The report provides visibility on all catalogued project risks and establishes project priorities.

To improve the community's visibility into the RMP process, RMP meeting minutes will be posted on EDHS starting with the RMP meeting on December 1, 1995.

b) and c) A major objective of the December RMP meeting will be the review and update of the ECS project risk management methodology and process. The Project Instruction on Risk Management will be updated following the meeting.

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Status	Closed	Date Closed	12/7/95	Sponsor	Folts/Szczur
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***** Attachment if any *****
